Saskatchewan
Property Management
Corporation
MAPPING OUT
OUR FUTURE
SPMC STRATEGIC PLAN
2003 - 2005

MAPPING OUT OUR FUTURE

The Government of Saskatchewan has introduced an Accountability Framework for use by government departments and agencies, including SPMC. The framework is designed to improve planning and decision-making, as well as enhance the accountability of government.

SPMC has been asked to revisit its long-term plan and utilize the format and processes of the Accountability Framework in the articulation of a new Strategic Plan.

Accordingly, the SPMC Executive has developed an updated plan and a new vision that focuses on four primary goals, to:

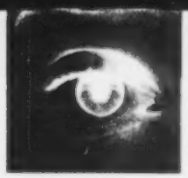
- provide effective and value-added service
- provide sustainable property infrastructure
- foster partnerships that benefit government and communities
- encourage high performing and engaged employees

The new plan for 2003-05 provides a description of the mandate of our corporation, our guiding principles, and a set of goals, objectives and key actions that the executive believes will allow us to build on our numerous strengths as we provide services to our public sector clients.

All departments and agencies utilizing the Accountability Framework will publicly report on the results in implementing their respective plans. By appropriately reflecting the Strategic Plan in our overall workplans, and through the support of all employees, we will maximize our successes.

The executive team thanks SPMC employees for your hard work and dedication. We look forward to working together as we continue to be a reliable and responsible provider of services.

Ray Clayton
President



OUR VISION

To enable our clients to focus on their areas of expertise, for the benefit of the people of the province of Saskatchewan and to minimize costs to government through our central support role. We provide:

Best property management and support services for best value to public agencies in Saskatchewan

OUR MANDATE

To support public agency program delivery by providing best value for client requirements in the areas of: property management, furnishings and supplies, transportation services, purchasing, risk management services, records management, telecommunications, and mail services.

OUR GUIDING PRINCIPLES

SPMC's corporate values are the guiding principles for how we want people to perceive us as we carry out our jobs:

Service...
We work with clients to understand their needs and how they want us to meet their needs.

Reliability...
We do what we say we are going to do in our interactions with clients and employees.

Integrity...
We treat others fairly and act in an honest, trustworthy and forthright manner.

Innovation...
We seek to provide innovative solutions to client and employee needs.

Professionalism...
We are socially, environmentally, and fiscally responsible in our corporate operations and strive to incorporate all of our values in delivery of our services.

GOALS AND OBJECTIVES:

**SPMC has estab
success. These
and track to me**

Goal I: Effective and Value-Added Service

Provide best value service to public agency clients to allow them to focus on their areas of expertise.

As a central service provider, SPMC continually identifies opportunities to make its services more effective and efficient for executive government. In doing so, it is imperative that SPMC look at developing positive relationships with clients, developing technology as an essential support tool, positioning the corporation between government and suppliers to capture and pass through savings, managing the inherent risks involved, and examining the efficiency and effectiveness within the various business units.

Technology to Support Business Opportunities

SPMC views technology as an essential support tool and is evaluating how to best use technology to provide value-added services. In today's environment, the pace of information flow is faster than ever before and SPMC must position itself to respond and react faster.

By looking at technology in different ways, SPMC may be able to promote economic development through e-business strategies. This is an emerging business practice, with Saskatchewan currently lagging behind in participation in e-business. However, it is an opportunity that may prove valuable for the province.

Service Vitality Review

We are currently undertaking an evaluation of our services and service delivery models to determine if the organization is providing the right services, at an appropriate cost. Decisions may be made to find better options for service delivery and funding.

Objective: Cost-effective services for clients

Key Action: Evaluate all service lines (Service Vitality) *(03-04)* and implement approved recommendations *(03-05)*

Objective: Enhanced client service delivery

Key Actions: Invest in and improve client service through the use of more efficient technology and delivery processes in property management systems, financial systems and the Information Technology Security Policy *(03-05)*

Evaluate and implement Service Vitality recommendations *(03-05)*

104-02473/

shed four goals that will enable us to focus our efforts for longer-term oals are accompanied by objectives and specific actions we will undertake sure our progress as part of the government's Accountability Framework.

Goal II: Sustainable Property Infrastructure

Provide cost-effective solutions and expertise in the management of government owned and leased properties.

SPMC has been entrusted to effectively manage the buildings and assets used in the delivery of government programs. The corporation is uniquely positioned between the public and private sectors to ensure market efficiencies are realized and that public policy is applied in decision-making.

A key challenge is to maintain the 550 facilities we own in a state that ensures future viability. Limited capital spending over a long period has resulted in a backlog of essential maintenance and re-lifing projects.

As such, we are challenged to plan effectively for the future state of the infrastructure and to find better ways to achieve sustainable asset management.

Our strategy over the next two years is to concentrate expenditures on targeted core facilities (about 70) that are occupied by high priority programs and will be viable for the long-term, based on facility condition, function and use. Funding for the remaining 480 facilities will be allocated based on occupant safety and high priority regulation codes.

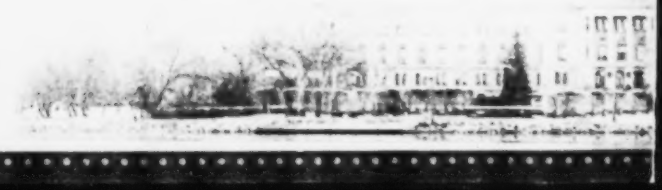
Overall, our goal is to achieve the best possible decision-making for government in the management of buildings and assets, while recognizing the financial limitations.

Objective: Appropriate facilities and equipment for clients

Key Action: Identify long-term program and space requirements in consultation with clients *(03-05)*

Objective: Affordable and sustainable infrastructure

Key Action: Acquire and implement a capital asset management system to identify capital funding needs, and impacts of funding scenarios *(03-05)*



Goal III: Partnerships that Benefit Government and Communities

Foster effective government and community relationships to provide cost-effective services and solutions.

SPMC, as well as executive government and other public agencies, is facing increasing financial pressures. To help deal with these pressures, SPMC would like to make its core services, of which executive government is the primary user, more widely available to other public agencies, on a case by case basis.

With SPMC dealing in everything from pens and paper clips to issuing RFPs on major construction projects, the savings to this sector could be substantial. For example, through an agreement with SAHO, SPMC, and SaskTel, and as a result of increased volume, long distance telephone rates have been reduced, providing total annual savings of $700,000.

Partnerships like this further enhance SPMC's ability to pass along cost-efficiencies to SPMC's primary client—executive government. This type of expansion in client scope would only be undertaken, however, in situations where it makes sense, in terms of achieving the government's economic, fiscal, and public policy objectives.

Objective: Maximize benefits from partnerships

Key Action: Develop a policy framework around partnership agreements *(03-04)*

Objective: Facilitate economic opportunities

Key Action: Develop and implement an Action Plan on Procurement to make it easier and less expensive for suppliers to sell to government, and to optimize economic activity *(03-04)*

Objective: Constructive relationships with organized labour and industry

Key Action: Assess and implement actions responding to supplier feedback received from the discussion paper on procurement *(03-05)*

Goal IV: High Performing and Engaged Employees

Encourage a culture of commitment to ensure corporate, team and individual success.

The challenge in human resource management is to provide appropriate supports and development oportunities to employees. To this end, SPMC has developed core and leadership competencies that form the basis for decisions in the recruitment and development processes.

The demographics of the corporation indicate that there will be significant turnover in the next five to 10 year period. This inevitability is being addressed through a comprehensive human resource plan and through the development of a succession-planning framework.

Objective: Positive workplace environment and culture

Key Actions:

- Assess and benchmark the current organizational culture in partnership with the Public Service Commission and through participation in the public service survey *(03-04)*
- Identify and analyze gaps from the survey that inhibit the Strategic Plan *(03-04)*

Objective: Increased accountability and corporate awareness

Key Actions:

- Achieve a high level of understanding among employees of how their work contributes to the Corporate Strategic Plan *(03-04)*
- Implement an employee recognition program that is consistent with the public service plan *(03-04)*

Objective: A diverse, representative workforce

Key Action:

- Pursue opportunities to increase Aboriginal representation in the corporation *(03-04)*

SPMC REGIONS

1 PRINCE ALBERT REGION

2 SASKATOON REGION

3 SOUTH REGION

4 REGINA REGION